

Approved For Release 2004/05/12 : CIA-RDP86M00612R000100090019-5

Notes for DCI Remarks to PFIAB - 5 February 71

Re: DCI's Coordinating Authority

A. Sources of Authority:

1. National Security Act of 1947

a. "For the purpose of coordinating the intelligence activities of the several Government departments and Agencies . . . it shall be the duty of the Agency:

- (1) to advise the NSC . . .
- (2) to make recommendations to the NSC for the coordination of such intelligence activities . . .
- (3) to correlate and evaluate intelligence . . .
- (4) to perform . . . services of common concern . . .
- (5) to perform such other functions . . .

2. NSCID-1 - 4 March 1964

Overall Coordination

"The DCI shall coordinate the foreign intelligence activities of the US . . ."

"The DCI shall make such surveys . . . as he may deem necessary . . . to coordinate the intelligence effort of the US"

3. Presidential Letters

a. Kennedy - 16 January 1962

". . . serve as the Government's principal foreign intelligence officer . . .

". . . undertake, as an integral part of your responsibility, the coordination and effective guidance of the total US foreign intelligence effort."

". . . assure the proper coordination, correlation and evaluation of intelligence from all sources . . ."

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" . . . establish . . . necessary policies and procedures to assure adequate coordination of foreign intelligence activities at all levels. "

b. Johnson - 24 September 1965

" . . . serve as the Government's chief intelligence officer, and that you pursue as a primary responsibility the task of coordinating and guiding the total US foreign intelligence effort in accordance with NSCID-1 of March 4, 1964. "

c. Nixon - 24 March 1969

"I shall look to the DCI to continue to provide coordination and guidance to the total foreign intelligence activities of the US. . . ."

B. Instrumentalities

1. In Substantive Matters

- a. USIB and its substantive committees and subcommittees
 - Economic Intelligence Committee - EIC
 - Scientific Intelligence Committee - SIC
 - Joint Atomic Energy Intelligence Committee - JAEIC
 - Guided Missiles and Astronautics Intelligence Committee - GMAIC
- b. Board of National Estimates and the Estimates Process
- c. Finished intelligence such as the CIB, the President's Quarterly Report on Soviet Strategic Forces, the National Intelligence Survey, [REDACTED]

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2. In Requirements (with their resource impacts)

- a. USIB and its "resource committees and subcommittees
 - SIGINT Committee
 - Committee on Imagery Requirements & Exploitation - COMIREX
 - Critical Collection Problems Committee - CCPC
 - Intelligence Priorities Committee - IPC
 - A possible Human Source Intelligence Committee, now under study

3. In the field of Intelligence Resources

- a. ExCom - primarily for overhead reconnaissance systems
- b. National Intelligence Resources Board - NIRB
- c. Consolidated Defense Intelligence Program Review

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d. Through involvement of CIA resources with others:

(1) Coordination of clandestine collection per NSCID-

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C. Recent Resource Developments

1. Assignment of Defense intelligence resource coordination to Assistant Secretary of Defense for Administration (Mr. Froehike) and establishment of Deputy Assistant Secretary of Defense for Intelligence (Admiral Bowen)

a. Bringing together under one coordinating authority four Defense intelligence resource programs

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b. Beginning on methods for trade-offs across program lines

c. Establishing central point for program change review, issue decisions, fiscal guidance, CDIP Review process

2. Refinement of CIRIS - Consolidated Intelligence Resource Information System

a. Providing visibility of intelligence costs

- (1) as between resource programs
- (2) as between collection, processing, production
- (3) as between substantive targets--strategic forces, general purpose forces, economic, political
- (4) as between geographic areas
- (5) as between positive intelligence, counterintelligence, mapping, general support

b. Providing the numbers for cross-program trade-offs

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- c. Providing costs of individual activities and associated manpower

3. Establishment of NIRB

- a. Bringing together State (Mr. Cline), Defense (Mr. Froehlke), CIA (Gen. Cushman) on resource matters

- b. Providing means for studies of resource allocation, program proposals, system needs and effectiveness, intelligence effectiveness on targets or areas

- c. Providing advice to DCI on resource allocation questions and evaluations of resource effectiveness

D. Authority of DCI in Resource Matters

- 1. Documentary sources for DCI authority are vague on resource matters in comparison with clear assignment of responsibility on substantive matters

- a. DCI authority re resources only implied in "Coordination of foreign intelligence activities"

- b. DCI role of coordination never explicitly applied to resources

- c. Only Johnson Letter mentions "management"; other sources are silent

2. Resources are concentrated in DOD

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- b. Large amounts of more or less intelligence-related resources are assigned to U&S Commands and tactical elements of the Services

- c. Intelligence resources--sometimes in substantial amounts--are diverted from national programs and purposes to tactical collection and support of force contingency planning

- d. Effects of these situations and of DOD as "majority stockholder" difficult to offset

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3. Need for stronger DCI role in resource matters relatively new

a. Resource programs more or less independently run and reviewed by DOD with minor DCI participation and then only in terms of whether or not resources would meet substantive requirements

b. Resource decision machinery more or less informal-- Excom adequate for reconnaissance issues; other issues in SIGINT and Human Source collection dealt with at working levels

c. Resource constraints few and mild until last few years

d. Increasing costs, greater public visibility, larger and more complex (and expensive) system proposals focusing more attention on resource issues

e. DCI increasingly involved in resource matters

E. Means to Apply DCI Coordinating Authority in Resource Allocations

1. Through NIRB as providing advice to DCI and through him to Sec State and Sec Def (Record of NIRB actions attached)

a. Although NIRB work to date has been on relatively narrow and specific subjects, means are being developed for broader evaluations of program and system effectiveness

b. NIRB working toward broader access to program data--
Needs:

- (1) Identification of program changes and upcoming resource issues
- (2) System specifications and performance
- (3) DOD and other fiscal guidance and policy lines
- (4) Refinement of CIRIS data on costs and manpower allocations
- (5) Resource studies and analyses produced anywhere in the community

c. NIRB developing techniques for interprogram tradeoffs to support DCI position and CDIP Review process

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d. NIRB able to support DCI coordinating authority through obtaining State-Defense-CIA advice and information

2. Through clearer identification of intelligence needs

a. Work in progress in NIPE to establish agreed intelligence objectives and priorities and identify areas where risks of reduced intelligence effort are acceptable

b. Findings of this study will serve as guidelines to placement of intelligence resources and sizing of investment on given substantive problem

c. Findings will also modify requirements and serve as matrix to evaluate adequacy of resource allocation and performance

F. Possible Additional Consideration

1. An expanded role for ExCom

a. Extend DCI participation in resource decision-making to all resource programs meeting national needs

b. Bring CCP into ExCom for major decisions on same basis as (Exclude GDIP and CIAP as essentially departmental programs for DIA and CIA respectively)

c. Use NIRB mechanism for ExCom issue analyses and assistance in determining substantive implications of ExCom resource decisions

Whole objective is to bolster DCI's authority in resource matters in order to deal with fiscal reductions, rising system costs, changing intelligence priorities with minimum adverse effects on national intelligence responsibilities and the capabilities to meet them.